

## PREFACE

The purpose of this pamphlet is to provide information to the battle commanders at brigade and battalion levels on the employment of the battlefield operating systems (BOS) and to help further the discussion of battle command. The pamphlet will help establish the conditions for teaching, coaching, and mentoring battle command. It has been derived from the most current doctrinal and conceptual literature available and from discussions with Army senior leaders and battle commanders at all levels; it is not itself, however, a doctrinal manual.

Battle command, as a separate function identified in our doctrine, is new as of the publication of FM 100-5, *Operations* in June 1993. However, battle command has been practiced throughout the history of warfare.

Battle command is a dynamic and iterative process. Battle decision-making, leading, and motivating soldiers and units into action is an art, and includes visualizing current state and future state, then formulating concepts of operations to get from one to the other at least cost. Communicating, receiving, learning, planning, tasking, comparing, deciding, leading, evaluating, and the myriad other tasks required of a commander occur in a looping, indeterminate pattern, rather than a structured sequence. There is no single sequence of steps universally appropriate for battle command. Battle command activities and tasks are highly interactive. No abstract formulation can ever quite do it justice.

The Army can improve organizations, and nurture human capabilities, such as “the art of battle command,” but will never achieve perfection. The abstractions, generalizations, and idealizations that follow are healthy as long as they simply serve as goals for improvement and do not become the *sine qua non* of the battle commander’s performance.

This techniques and procedures pamphlet is intended as a supporting document to Battle Command Battle Laboratory (BCBL) Pamphlet 2.1, *Battle Command*. As such, it covers selected command topics of a general nature and specifics within each of the seven BOS.

Commanders and staff officers alike are encouraged to carry and use this pocket primer when conducting field operations and missions of all types. This document provides the commander, his staff, and attached units, with a handy quick-reference guide to combined arms operations across the spectrum of war.



**In the spirit of the BCBL's mission, this pamphlet is not a completed work, but only a start. Your thoughts, comments, and critiques are requested and should be directed to the Deputy Director, Battle Command Battle Laboratory (BCBL), Fort Leavenworth, Kansas 66027, or telephone DSN 552-8048 or (913) 684-8048.**

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Unless otherwise stated, whenever the masculine gender is used, both men and women are included.

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